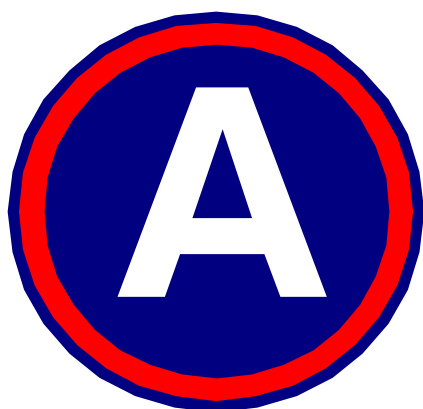


Third United States Army
Army Forces Central Command
(ARCENT)
Coalition Forces Land Component
Command
(CFLCC)



Soldiers' Standards Book
January 2006

Third...Always First!



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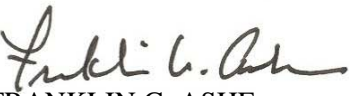
AFRD-CG


1 January 2006

MEMORANDUM FOR All Third Army Soldiers

SUBJECT: Soldiers' Standards Book

1. The mission of Third Army, U.S. Army Forces Central Command (ARCENT), and Coalition Forces Land Component Command (CFLCC) is to provide a forward-based, service component command to plan, and on order, conduct land operations across the US Central Command (CENTCOM) area of responsibility. Third Army supports force rotations, conducts joint reception, staging and onward movement, provides theater sustainment and other support as required to forces in Iraq, Afghanistan and the Horn of Africa, as well as directed Army support to other services. Third Army supports CENTCOM through a Theater Security Cooperation strategy that encompasses the fundamentals of the National Military Strategy. Compliance with standards and maintaining individual readiness is vital to achieving this mission.
2. These standards are basic to the discipline and uniformity expected of all members of Third Army. They are also an important element that leads to pride in one's self and unit. Soldiers must project a military image that leaves no doubt that they live by a common military standard and are disciplined to maintain or exceed that standard, on and off duty.
3. This Soldiers' Standards Book is intended to complement Army and Command Regulations and Policies. The information contained in this book does not supercede existing regulations or policies. It serves as a basis for challenging and demanding performance that meets the standard and establishes a basis for on-the-spot corrections and performance counseling.
4. Today, the Soldiers of Third Army continue the proud tradition and distinguished heritage set by our predecessors. We stand watch to deter hostile and contentious governments who would disrupt peace and stability, assuring our coalition partners of our national resolve to end conflict whenever called upon to do so. Our motto, "Third...Always First" exemplifies the Third United States Army's commitment to foster peace and stability, but respond at a moments notice when needed.
5. *Third...Always First!*


FRANKLIN G. ASHE
CSM, USA
Third Army Command Sergeant Major


R. STEVEN WHITCOMB
Lieutenant General, USA
Commanding

Soldier's Creed

I am an American Soldier.

*I am a Warrior and a member of a team. I serve the people of the
United States and live the Army Values.*

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

*I am disciplined, physically and mentally tough, trained and proficient in my
warrior tasks and drills. I always maintain my arms, my equipment and myself.*

I am an expert and I am a professional.

*I stand ready to deploy, engage and destroy the enemies of the United States of
America in close combat.*

I am a guardian of freedom and the American way of life.

I am an American Soldier!

THIRD ARMY/ARCENT/CFLCC STANDARDS BOOK

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CHAPTER 1

ARMY VALUES

LOYALTY – *Bear true faith and allegiance to the United States Constitution, the Army, your unit, and other Soldiers.* Loyalty to the Nation, to the Army, to the unit, and to its individual Soldiers is essential. The oath we take requires loyalty to the nation, and an obligation to support and defend the Constitution of the United States. Loyalty to the Army means supporting the military and civilian chain of command. This demands adherence to the spirit as well as the letter of the lawful order. Loyalty to the unit is an expression of the obligation between those who lead and those who are led, and those who serve alongside the Soldier. This obligation includes devotion to the welfare of one's comrades. It fosters cohesion and engenders a sincere concern for the well being of fellow Soldiers, and produces dedication and pride in unit.

DUTY – *Fulfill your obligations.* The behavior required by moral obligation, demanded by custom, or enjoined by feelings of rightness. Contained within the concept of duty are values of integrity and selfless service, which give moral foundation to the qualities the ethos demands of all Soldiers from private to general.

RESPECT – *Treat people as they should be treated.* Respect entails feeling and/or showing deferential regard for someone or something. It is the willingness to show consideration or appreciation. Respect is evident in the way we treat our subordinates, peers, and seniors. It applies not only to relationships, but to areas such as other cultures, religious beliefs, and ethnic heritage as well. As our appreciation and respect for others deepens, our unit and our Army become more cohesive and better equipped for mission accomplishment. We demonstrate respect when we show mutual positive regard for the significance of each other.

SELFLESS SERVICE – *Put the welfare of the nation, the Army, and your subordinates before your own.* Selfless Service puts the welfare of the nation and the accomplishment of the mission ahead of individual desires. All who serve the nation must resist the temptation to place self-interest ahead of the collective good. What is best for the Nation, the Army, and the unit must always come before personal interests. Selfless Service leads to teamwork and unity of effort; it is inherent in military service.

HONOR – *Live up to all the Army values. Honor a code of dignity, integrity, and pride.* It is personal integrity maintained without legal or other obligation. It is an inner quality that is reflected in the decisions we make, both small and large.

INTEGRITY – *Do what is right, legally and morally.* Integrity is the uncompromising adherence to a code of moral values, utter sincerity, and the avoidance of deception or expediency of any kind. Integrity demands a commitment to act according to the other values of the Army values. It provides the basis for the trust and confidence that must exist among those whose profession entails the measured application of violence and death.

PERSONAL COURAGE – *Face fear, danger, or adversity (physical and moral).* Physical and moral courage can be the difference between failure and success, whether in or out of uniform, whether in peace or war. American history is replete with examples of physical courage of brave Soldiers who accomplished what seemed impossible. They freely admitted that they were afraid, but they overcame their fears. It takes moral courage to stand up for one's belief in what is right, particularly when it is contrary to what others believe. It is courage to preserve in what we know to be right and not tolerate wrong behavior by friends, peers, subordinates, or superiors.

CHAPTER 2

MILITARY CUSTOMS AND COURTESIES

1. General: A custom is an established usage. The essence of military courtesy is mutual respect. Customs of conduct in the military differ little from those customs expected outside the military. Courtesy among members of the Armed Forces is vital to maintain military discipline. Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of a Professional Ethic with its supporting core values.

2. Salutes: The military salute is today, as it seems to have always been, a unique form of exchange of greeting between military personnel. The salute is a means of expressing greeting and showing goodwill and respect. It is the position of the hand or weapon and the entire attitude of a person expressing respect toward an officer, flag, or country. The following are rules of saluting:

a. When meeting an officer outside, salute when you recognize the officer, (normally when the officer is within six steps).

b. Salute all officers in official vehicles (recognized by rank or identifying vehicle plates/flags).

c. In formation, salute only on command or when rendering reports.

d. When an officer approaches a group of Soldiers, the first Soldier to recognize the officer calls the group to "Attention" and ALL personnel salute.

e. If as an individual you approach an officer while double-timing, assume a quick time march (walk) and render the hand salute (except when running during physical fitness training). When the salute is returned, execute order arms and resume double-timing.

f. Never render a salute with an object in your mouth or right hand. Do not salute while talking on a cell phone.

g. If you are on detail and an officer approaches, salute if you are in charge of the detail. Otherwise, continue to work. If you are spoken to, then come to position of attention.

h. When exchanging a salute, accompany it with the greeting of the day, such as "Good morning, Sir," or use your unit motto (e.g. "*Patton's Own*").

i. In the field proper military courtesy will be rendered, to include saluting.

3. Customs and Courtesies:

a. When talking to an officer stand at attention unless given "At Ease." When you are dismissed, or when the officer departs, come to the position of attention and salute.

b. When an officer enters a room, the first Soldier to recognize the officer calls personnel in the room to "Attention", but does not salute. A salute indoors is only rendered when reporting. If you are the only person in the room, silently come to position of attention for an officer and parade rest for a NCO.

c. When entering or exiting a vehicle, the junior is first to enter and the senior is the first to exit.

d. When a General Officer enters a dining facility, unless he directs otherwise, or unless a more senior officer is already present, the dining facility will be given "At Ease" by the first person to see the officer. Remain seated at ease and continue eating unless the officer directs otherwise. If you are directly addressed, you should stand at attention.

e. Reveille.

(1) If in uniform and not in the formation at the first note of music (Reveille), face the flag (or the music if the flag is not in view) and render the hand salute. End the salute on the last note of the music.

(2) If in civilian clothes with headdress, at the first note of the music, face the flag (or the music if the flag is not in view), stand at attention, and remove the headdress with the right hand and hold it over the left shoulder with the right hand over the heart. Hold that position until the last note of the music is played.

(3) If in a vehicle, pull safely to the right and stop, exit the vehicle and render the hand salute.

f. Retreat. Retreat ceremony consists of two bugle calls, the first is "Retreat" and the second is "To the Colors."

(1) If in uniform and not in formation, at the first note of the music (Retreat), face the flag (or the music if the flag is not in view) and stand at attention. Hold that position until the last note of "Retreat" has been played. As stated, "Retreat" will be the first bugle call that is heard. At the first note of the second bugle call "To the Colors"; if outdoors, render the hand salute; if indoors, stand at attention. Hold that position until the last note of the music has been played.

(2) If in civilian clothes with headdress, at the first note of the music, face the flag (or the music if the flag is not in view), remove headdress with the right hand and stand at attention. Remain at attention until the last note of "Retreat" has been played. At the first note of the second bugle call, "To the Colors"; if outdoors, hold headdress over the left shoulder with the right hand over the heart; if indoors, stand at attention. Hold that position until the last note of the music has been played.

(3) If in a vehicle, pull safely to the right and stop, exit the vehicle, face the Colors or toward the direction of the music, stand at position of attention during the playing of "Retreat" and salute on the first note of "To the Colors", if in military uniform or remain at attention if in civilian clothes.

g. The Place of Honor. When accompanying a senior, walk on their immediate left. The place of honor is on the right. Accordingly, when a junior Soldier walks, rides, or sits with a senior, the junior takes position abreast and to the left of the senior. The junior should walk in step with the senior, step back and allow the senior to be the first to enter a door, and render similar acts of consideration and courtesy.

CHAPTER 3

SOLDIER CONDUCT

1. General:

- a. Non-commissioned officers are the torchbearers for the standards.
- b. Standards of conduct, as per AR 600-20 states, Department of the Army personnel should place loyalty to country, ethical principles, and law above personal gain and other interests. The performance of duties should be in keeping with the highest tradition of the United States Government.

2. On and Off Duty Conduct:

a. As part of the formal agreement you entered into upon enlisting, you willingly agreed to follow the orders of those appointed over you. In return, your leaders and commanders are charged to treat you and accord you with courtesy. Leaders will maintain a professional approach to training Soldiers. Insults, hazing, or other types of maltreatment are unnecessary, unprofessional, and will not be tolerated.

b. Personal conduct off-post is subject to laws of the local community and the Uniform Code of Military Justice. Your contact with civilians should be tempered with common sense, judgment, and courtesy. All Soldiers must be aware of the customs, cultural differences, and religions that influence the make-up of the local communities.

c. Soldiers of Third Army will set the example in morality, clean living, physical conditioning, combat readiness, and safety. Soldiers will not shout insults at any other units or individuals. Do not damage the reputation of your fellow Soldiers by fighting, harassing individuals, or other immature acts.

d. Your conduct on and off duty should reflect the pride you have in yourself, your unit, and the United States Army. A Soldier will always allow his performance to speak for itself. Quiet professionalism is the mark of a true professional.

3. Military Authority:

a. Authority is the legitimate power of leaders to direct subordinates to take action within the scope of their responsibility.

b. Command Authority. Command authority can come from regulations or laws, but it primarily originates with the President. Leaders have command authority when they fill positions requiring the direction and control of other members of the Army. That authority is restricted, however, to the Soldiers and facilities of their own units. Enlisted Soldiers in leadership positions have command authority over those Soldiers under their control.

c. General Military Authority. General military authority is the authority extended to all Soldiers to take action. It originates in the oath of office, laws, rank structure, traditions, and regulations. Leaders may exercise general military authority over Soldiers from different units. When a NCO of one unit stops a Soldier from another to give an on the spot correction, the NCO is exercising general military authority.

CHAPTER 4

WEAR AND APPEARANCE OF THE UNIFORM

1. On Duty:

a. As outlined in AR 670-1, paragraph 1-7, the Army is a uniformed service where discipline is judged, in part, by the manner in which the individual wears the uniform. Therefore, a neat and well-groomed appearance by Soldiers is fundamental to the Army and contributes to building the pride and esprit essential to an effective military force. A vital ingredient of the Army's strength and military effectiveness is the pride and self-discipline American Soldiers bring to their service. It is the responsibility of commanders to ensure that personnel under their command present a neat and soldierly appearance. It is the duty of all Soldiers to take pride in their appearance at ALL times.

b. Every Soldier and leader should read and understand AR 670-1. This regulation is the governing standard for uniforms, accessories, and insignia in the Army. Personnel must project a military image that leaves no doubt that they live by a common military standard and are disciplined to maintain or exceed that standard, on or off duty.

c. Uniform standards. The DCU/ACU are the only utility uniforms authorized within Third Army/ARCENT/CFLCC with the exception of those authorized by commanders for specific missions (air crew uniform, hospital duty uniform, food service uniform, etc). Unless authorized by the commander, the DCU/ACU is a garrison uniform when worn within CONUS. The DCU/ACU are authorized to be worn while traveling on commercial aircraft within CONUS, they are not authorized for wear while traveling on commercial aircraft outside of CONUS. Within the CENTCOM AOR, the DCU/ACU uniforms are considered field uniforms, thus berets are not authorized with either uniform and pin-on badges are not authorized on the ACU. Unless otherwise directed by the commander, only the non-subdued US Flag is authorized for wear. While in uniform, personnel will not place their hands in their pockets, except momentarily to place or retrieve objects. Soldiers will keep uniforms buttoned, zipped, and snapped.

(1) Beret: Will be worn IAW AR 670-1, paragraph 3-5a. Soldiers will carry their headgear, when it is not worn, in their hands while wearing service, dress, and mess uniforms. Soldiers are authorized storage of the headgear, when it is not worn, in the DCU or ACU cargo pockets. Soldiers must fold the headgear neatly so as not to present a bulky appearance. Soldiers will not attach headgear to the uniform or hang it from the belt. It will **never** be worn with an incomplete uniform, with face camouflage or while in the field. It is the only authorized headgear while in the garrison environment. It will **never** be worn on a work detail or while working in the motor pool.

(2) Patrol Cap (DCU or ACU), Hat-Desert Camouflage (DCU boonie), and ACU Sun (Boonie) hat: Is the headgear, when the Kevlar or ACH is not worn, for all work details, in the field, or in environments where wear of the beret is impractical as determined by the commander. If headgear is placed in the pocket, it will not protrude or present a bulky appearance. Do not block or "Ranger Roll" your DCU or ACU cap on the top of the sides. Chinstraps can be worn under the chin, around the back of the head and neck, or tucked inside the boonie hat. Nametags are required on the ACU patrol cap and authorized on the DCU patrol cap and boonie hats.

(3) Boots: Soldiers are required to own two serviceable pairs of boots, and maintain the boots issued from CIF. When worn, boots will be diagonally laced with tan lace (no 550/parachute cord), with the excess lace tucked into the top of the boot and/or wrapped around the boots.

(4) Belt and Buckle: The black tip belt with black open-face buckle, the 2" combat belt (cargo strap/rigger belt) are the only belts authorized for wear with the utility uniform.

(5) T-shirts: Brown cotton, brown moisture-wicking, or desert tan moisture-wicking T-Shirts are the only authorized T-Shirts to be worn with the DCU/ACU uniforms. T-shirts are not authorized as an outer garment unless as part of a work detail and directed to be worn as such by the Commander or NCOIC.

(6) Gloves. The standard glove is the black leather shell (with inserts), and the cold weather black glove. Any military issued gloves or commercial gloves (black, OD Green, desert tan) without logos are authorized for wear during field training and tactical operations. The Gloves must be serviceable and of a quality that prevents cold weather and field injuries. Fingerless gloves are not authorized for wear.

(7) Enlisted Insignia of Grade. Subdued insignia of grade will always be worn in garrison and in the field on all utility uniform shirts, cold weather coats, and all types of headgear, except helmets with NVG mounts.

(8) Kevlar/ACH. The Kevlar/ACH consists of the camouflage cover, camouflage band with luminous tape, and chinstrap. The chinstrap will always be fastened on the chin. Embroidered insignia will not be required unless it is issued and attached without cost to the Soldier.

(9) Physical Fitness Uniform. The Army's Improved Physical Fitness Uniform (IPFU) is authorized for wear on and off duty, on and off the installation (in the United States), when authorized by the commander. No part of the IPFU may be worn outside of military bases within the CENTCOM AOR. Soldiers may wear all or part of the IPFU with civilian attire off the installation, when authorized by the commander. This uniform may be worn in transit between the individual's quarters and duty station. When worn in any post facility, it must be clean and dry. Other service physical fitness uniform standards must be adhered to by the members of those services. The following additional information provides guidance and authorization for wear of the IPFU:

(a) Shirts will be worn inside the trunks, on and off post. Pregnant female Soldiers can wear the IPFU shirt outside the trunks.

(b) Unit distinctive T-shirts are authorized for wear, but will not be mandatory for Soldiers to purchase. Unit T-shirts are never authorized to be worn with the DCU/ACU.

(c) Good quality commercial running shoes.

(d) Calf-length or ankle white socks without markings, stripes, or logos.

(e) Black or gray spandex is permitted but, must match the color of the IPFU shorts (i.e. black on black). Spandex must end above the knee or higher.

(f) All Soldiers are required to wear a reflective belt as part of the IPFU. Commanders will determine how the belt will be worn. Reflective belts are highly encouraged to be worn when running in civilian attire.

(10) Identification Tags. Soldiers will wear ID tags at all times when in a field environment, while traveling in aircraft and when outside the continental United States. Personnel will wear ID tags around the neck, except when safety considerations apply (such as during physical training).

(11) GORTEX. The desert GORTEX (or field jacket), with rank and nametape sewn on, or digital (ACU) GORTEX, or desert or digital field jacket is authorized for wear with the DCU/ACU. Woodland GORTEX and filed jackets are not authorized.

(12) Neck Gaiter. The neck gaiter is authorized for wear as part of the field uniform. It may be worn as a neck warmer, balaclava or ear band in cold, windy, or dusty environments.

(13) Jacket, Fleece. The Army black fleece jacket is authorized to be worn, within the CENTCOM AOR, with the DCU/ACU as an outer garment. It must be worn zipped up. The fleece jacket is authorized for wear with civilian clothing provided there are no military markings on the jacket; it is not authorized for wear with the IPFU.

(14) Black Knit Cap/Cap, Cold Weather (pile cap). The black knit cap is authorized for wear with the IPFU and field uniform. In the field the black knit cap may be worn under the Kevlar/ACH or as an outer garment while sleeping or while working inside TOCs/ALOCs, etc. The pile cap is an authorized cold weather field uniform item.

(15) Civilian Scarves. Bandannas, neckerchiefs, cravats, and like items are not authorized for wear. Dust rags and desert scarves may be worn to cover the mouth, nose, and eyes during high dust conditions. They are not authorized to be worn on the head.

(16) Jewelry. The only jewelry authorized for wear while in uniform is a wrist watch, wrist identification bracelet, not more than two (2) rings (a wedding set is considered one) and one religious medallion. When on any Army installation or other places under Army control, Soldiers may not attach, affix, or display objects, articles, jewelry, or ornamentation to or through the skin while they are in uniform, in civilian clothes on duty, or in civilian clothes off duty (this includes earrings for male Soldiers). The only exception is for female Soldiers to wear a set of small earrings with the Class A or B uniforms but not the duty (Class C) uniform. Females while on duty, will wear only one earring per ear on the ear lobe (must be a matched pair) and no earrings are authorized with any form of class C uniform, including physical fitness and field. (The term "skin" is not confined to external skin, but includes the tongue, lips, inside the mouth, and other surfaces of the body not readily visible. ID tags and chain are not considered jewelry.

(17) Handbags. Female Soldiers are authorized to carry approved handbags while in garrison only.

(18) Fad Devices. Fad devices, vogue medallions, personal talismans, or amulets are not authorized for wear when in uniform or on duty.

(19) Tattoos. Tattoos or brands on the face, neck, or head visible above the collar are prohibited. Tattoos on other areas of the body that are extremist or prejudicial to good order and discipline, racist, sexist, vulgar, or profane are prohibited.

(20) Sunglasses. Conservative prescription and nonprescription sunglasses are authorized for wear except when in formation and while indoors.

(21) Eyeglasses. Eyeglasses or sunglasses that are trendy, or have lenses or frames with initials, designs, or other adornments are not authorized for wear while in uniform.

(22) Tactical vehicle headgear. All Soldiers driving or riding in tactical vehicles will wear their Kevlar/ACH with chinstrap fastened at all times.

(23) Camelbacks. Camelbacks (black, OD, desert tan, digital, or camouflage) are authorized for use during field training, foot marches, and tactical operations. The blue drinking tube must have a black or camouflage sleeve over it. The chain of command will specify other common sense use times for wear. The chain of command will determine “how worn” IAW the task or mission.

(24) Backpacks or Shoulder Bags. Commercial rucksacks, gym bags or like articles may be carried by hand, on one shoulder using a shoulder strap, or over both shoulders using both shoulder straps, while in uniform. If the Soldier opts to carry a bag over one shoulder, the bag must be carried on the same side of the body as the shoulder strap; therefore, Soldiers may not carry the bag slung across the body with the strap over the opposite shoulder. Backpacks may also be worn when riding a bicycle or motorcycle. Backpacks and shoulder bags worn over the shoulder must be subdued (black, OD green desert tan, digital, or camouflage) without logos.

(25) Cosmetics. Female Soldiers are authorized to wear cosmetics only when applied conservatively and in good taste. Exaggerated or faddish cosmetics styles are inappropriate with the uniform and will not be worn. Lipstick and nail polish may be worn with all uniforms as long as the color is conservative and compliments the uniform. Extreme shades of lipstick and nail polish such as purple, gold, blue, white, and fluorescent colors will not be worn.

(26) Cellular Phones. While in uniform Soldiers may attach electronic devices to belts, belt loops or waistbands. Only one electronic device may be worn; it may be a cell phone, pager, or beeper. Colored devices must be maintained or stored in a black carrying case. Cellular phones may not be used while driving a vehicle.

(27) Earphones/Headphones. Soldiers may wear earphones/headphones attached to electronic devices while conducting individual physical training indoors. Headphones may be worn outdoors only on designated running tracks/paths. Headphones may not be used while walking.

(28) At no time will Soldiers unblouse their boots or cuff their DCU/ACU shirt sleeves except when conducting waterborne operations or as a control implemented as a result of an approved risk assessment, as approved by the commander.

(29) While in uniform, Soldiers will not walk with a lighted cigarette. In garrison, smoking while in uniform is authorized only in designated smoking areas. Smoking in the field after dark and until sunrise is not authorized, under any conditions.

(30) There are no “No Hat, No Salute” areas except where posted at medical facilities. Headgear is required when outside and under cover (gas stations, PX walkway, etc).

2. Off-Post:

a. The DCU/ACU is authorized to be worn off post. The DCU/ACU is not to be worn off post in any establishment that primarily sells alcohol or the primary intent is to consume alcohol.

b. Items of military uniform will not be mixed with civilian attire, unless authorized by AR 670-1.

3. Off-Duty Appearance. The professional atmosphere and high standards of appearance during the duty day should carry over into the selection of civilian attire. While off-duty, personnel and civilians may dress casually and comfortably; however, there are legal, moral, safety, and sanitary criteria that require a dress code for service facilities. Service facilities include but are not limited to areas such as post exchanges, shoppettes, concessionaire shops, food outlets, and other areas where individuals desire a service. Also included are work areas. Wear of appropriate attire avoids public embarrassment and promotes a sense of consideration for others. The following articles of civilian clothing and appearance are inappropriate for wear in service facilities:

a. Clothing worn as an outer garment which is obviously supposed to be worn as an undergarment. This does not include T-shirts. Sleeveless shirts for both males and females are prohibited for wear outdoors in the CENTCOM AOR.

b. Clothing with obscene, slanderous, or vulgar words or drawings, or clothing which makes disparaging comments concerning the military/United States Government or its allies is prohibited.

c. Articles of apparel, which includes, but is not limited to, T-shirts or hats which depict drug or drug paraphernalia or which advocate the use of drugs is prohibited.

d. Bare feet in any facility except where footwear is not appropriate, such as swimming pools. Sandals or shoes without stockings are authorized. Flip-flops or shower shoes will not be worn in place of sandals.

e. Articles of apparel that are heavily soiled, and could cause sanitation problems or prove offensive because of lack of cleanliness.

f. Attire that is immodest or likely to offend patrons. Examples are: Males without shirts in public places other than recreational areas where such attire is appropriate. Females wearing transparent or semi-transparent garments, wearing of spandex type bottoms and tops, or swim wear as an outer garment except at fitness centers and swimming pools.

g. "Short" shorts and halter-tops worn by females are appropriate for sun bathing but are not appropriate for wear at post facilities.

h. Swimwear is not considered appropriate wear beyond the confines of the swimming pool and the immediate quarters areas.

CHAPTER 5

SAFETY/FORCE PROTECTION

1. General:

a. The policy of Third Army is to direct every effort toward prevention of motor vehicle accidents, aircraft accidents, fires, explosives, off-duty recreational accidents, and other accidents resulting from equipment or human failure.

b. Accident prevention is the responsibility of each member of the command on and off duty. Each individual must comply with rules, regulations, and SOPs, correct or report unsafe conditions, report all accidents, use protective devices, and as appropriate, warn others of known hazards or their failure to observe safety regulations.

c. To ensure maximum safety, each person should receive specific instructions in the application of safety practices relative to their assigned duties and the environment in which they spend their off duty hours. Specific areas of concern for members of Third Army are as follows:

(1) Motorcycle Safety. According to Army Regulation 385-55 all privately owned motor vehicles must meet all requirements of the DOT and the State in which the Command resides. Soldiers must use all Personal Protective Equipment and Clothing (PPEC) when operating a motorcycle. PPEC consists of: a DOT certified helmet with impact or shatter resistant goggles of full face shield properly attached, sturdy footwear, long sleeved shirt or jacket, long trousers, full-fingered gloves or mittens designed for use on a motorcycle, brightly colored outer upper garment during the day and a retro-reflective outer upper garment during the night. Outer upper garment shall be clearly visible and not covered. Operators must ensure that their passengers comply with PPEC. Rear view mirrors must be mounted on handlebar or fairing, and headlight must be turned on. Operators of motorcycles are required to attend a certified Motorcycle Safety Course. Current Policy makes it mandatory for operators of motorcycles to be evaluated on their riding skills before they operate a motorcycle **ON OR OFF POST**.

(2) Vehicle Safety.

(a) The leading cause of Soldiers' deaths or serious injuries involves a POV, NTV, or military vehicle. It is essential that we take an active role in preventing this needless loss of our most precious resource.

(b) All personnel operating or riding as a passenger in a motor vehicle will wear safety belts when sitting in seats in which safety belts have been installed by the vehicle manufacturer, whether on or off a DOD installation, on or off duty. Individuals will not ride in seats from which manufacturer-installed occupant restraints have been removed or rendered inoperative. The vehicle operator is responsible for informing passengers of the safety belt requirement. The senior occupant is responsible for ensuring enforcement. With respect to civilian employees, when it is not clear who is the senior occupant, the driver is responsible for ensuring enforcement.

(c) Posted speed limits must be adhered to at all times. When speed limits are not posted, commanders must determine the maximum speed, not to exceed vehicle capabilities.

(d) Eye protection (goggles) will be worn by vehicle commanders, drivers, and assistant drivers of combat tactical vehicles, not equipped with a windshield or on which the windshield is in the down position.

(e) All trailers operated on Army installations will be equipped with safety chains or similar devices to prevent breakaway trailer accidents. Trailer brake lights, tail lights, and turn signals must be in operating condition.

(f) Tactical vehicle drivers will keep low beam lights on at all times when on public roadways outside military installations except where SOFA or local laws prohibit use of headlights during daylight (sunrise to sunset) hours. Use of parking lights only while the vehicle is in motion is prohibited except as directed by military authority. This applies to all vehicles (that is, commercial and tactical) that are under full control and accountability of the U.S. Government.

(g) All military motor vehicles operating over public roads will be equipped with highway warning kits. Vehicles carrying flammable or explosive materials will not use or carry flares.

(h) Brief all Soldiers, especially newcomers, on POV/NTV accident prevention policies and identify hazardous roadways surrounding their environment. Ensure Soldiers complete appropriate specialized training (i.e. motorcycle safety course).

(i) Validate minimum operating requirements (e.g., driver's license, insurance, dispatch, safety inspection, post registration decals, and appropriate specialized training for operations). Ensure each Soldier's leader/supervisor complete a inspection checklist when initially assigned and routinely conduct periodic inspections, especially prior to holidays and long weekends.

(j) Continuously emphasize safe operating requirements and procedures, especially to personnel out-processing or departing on leave or TDY.

(3) Develop a strong Accident Prevention Program that involves commitment from each operator and their chain of command. The program will include commander's policy; appointment of a technical advisor; leader's assessment of the operator's attitude and behavior; rewards for sound judgment and/or behavior and penalties for poor judgment and/or behavior; frequent inspections; restricted riding areas (high-risk road); special briefing conducted by operators; and refresher/ remedial training.

(4) Prior to departing on leave or TDY, Soldiers will be briefed on high and extremely high risk factors identified on the Accident Assessment for Leaders chart. At a minimum, the briefing will include the hazards of high risk activities and effective countermeasures.

(5) The wearing of head-phones or earphones while driving any vehicle (two or more wheels) on Army installation roads and streets is prohibited.

(6) Excessive use of Alcohol often contributes to the most tragic situations. Soldiers and leaders must be responsible when serving guests at a hosted event. It is never OK to lose control. Be responsible both to yourself and your fellow Soldiers. Always have a plan and never operate a motor vehicle after consuming alcohol; **the risks are too great!**

2. Composite Risk Management and Risk Assessment:

a. Risk management is the process of identifying and controlling hazards to conserve combat power and resources. The five steps of risk management are:

- (1) Identify the hazards.
- (2) Assess the hazards to determine risks.
- (3) Develop controls and make risk decisions.
- (4) Implement controls.
- (5) Supervise and evaluate.

b. Risk Assessment is a part of risk management. It can range from simple to complex. A risk assessment causes Soldiers and leaders to identify hazards and threats and place them in perspective relative to the mission or task at hand. Logically, one cannot identify the risk without first defining the hazards.

c. Attached in Appendix C are example Risk Management and Risk Assessment worksheets for training.

Appendix A

REFERENCES

CHAPTER 1: Army Values

FM 22-100, Military Leadership

Leadership and Change In a value based Army. A Leaders Guide

CHAPTER 2: Military Customs and Courtesies

AR 600-20, Army Command Policy

AR 600-25, Salutes, Honors, and Visits of Courtesy

AR 840-10, Flags, Guidons, Streamers, Tabards and Automobile and Aircraft Plates

FM 22-5, Drill and Ceremonies

TRADOC PAM 600-4, IET Soldier Handbook

CHAPTER 3: Soldier Conduct

AR 600-20, Army Command Policy

DOD Joint Ethics Regulation 5500.7-R

FM 22-100, Military Leadership

CHAPTER 4: Wear and Appearance of the Uniform

AR 670-1, Wear and Appearance of Army Uniforms and Insignia

CHAPTER 5: Safety/Force Protection

AR 385-10, Army Safety Program

FM 100-14, Risk Management

DA PAM 385-1, Small Unit Safety Officer/NCO Guide

Appendix B

TROOP LEADING PROCEDURES

Troop-leading procedures are a sequence of actions that enable a leader to use available time effectively and efficiently in the planning, preparing, executing, and assessing of missions.

It is the process a leader goes through to prepare his/her unit to accomplish a mission. It begins when he/she is alerted for a mission. It starts again when he/she receives a change or a new mission. Collectively, troop leading procedures are a tool to assist leaders in making, issuing, and supervising orders.

The troop-leading procedure comprises the steps listed below. They are not a hard and fast set of rules. Rather, they provide a guide that the leader applies in ways that are consistent with the situation, his/her experience, and the experience of subordinate leaders. The tasks involved in some steps (such as issue the warning order, initiate movement, and conduct reconnaissance) may recur several times. Steps 3 through 8 may not follow a rigid sequence. Many of them may be accomplished concurrently. The last step, the activities of supervising and refining the plan, occur throughout troop-leading procedures.

In combat, rarely will leaders have enough time to go through each step in detail. Leaders must use the procedure as outlined, if only in abbreviated form, to ensure that nothing is left out of planning and preparation, and that their Soldiers understand the unit's mission and prepare adequately. They continuously update their estimates throughout the preparation phase and adjust their plans as appropriate.

STEP 1. Receive the mission.

STEP 2. Issue a warning order.

STEP 3. Make a tentative plan.

STEP 4. Start necessary movement.

STEP 5. Reconnoiter.

STEP 6. Complete the plan.

STEP 7. Issue the complete order.

STEP 8. Supervise.

Appendix C

RISK MANAGEMENT PROCESS

1. IDENTIFY HAZARDS – Hazards are found in all operational environments. Combat operations, stability operations, base support operations, and training present unique hazards for units involved in these kinds of missions. Hazards are identified during the first four steps of the military decision-making process: mission receipt, mission analysis, COA development, and COA analysis.

2. ASSESS THE HAZARDS TO DETERMINE THE RISK – This step examines each hazard in terms of probability and severity to determine the risk level of one or more hazardous incidents that can result from exposure to the hazard. This step is conducted during three steps of the military decision-making process—mission analysis, COA development, and COA analysis and is also conducted after controls are developed.

3. DEVELOP CONTROLS AND MAKE RISK DECISIONS – This is done during the COA development, COA analysis, COA comparison, and COA approval of the military decision-making process.

4. IMPLEMENT CONTROLS – Leaders and staffs ensure that controls are integrated into SOPs, written and verbal orders, mission briefings, and staff estimates. The critical check for this step, with oversight, is to ensure that controls are converted into clear, simple execution orders understood at all levels.

5. SUPERVISE AND EVALUATE – During mission preparation and execution, leaders must ensure that their subordinates understand how to execute risk controls. Leaders continuously assess risks during the conduct of operations, especially during long-term missions. Leaders maintain situational awareness. They guard against complacency to ensure that risk control standards are not relaxed or violated. To gain insight into areas needing improvement, leaders must continuously evaluate their units' effectiveness in managing mission risks.

DECISION FOR RESIDUAL RISK

EXTREMELY HIGH – TUSA Commander

HIGH – DCG/Installation Commander

MODERATE & LOW – Delegated to Appropriate Levels

RISK ASSESSMENT FACTORS

Severity of the hazard (Expected consequence of an event in terms of degree of injury, property damage, or other mission/task impairment.):

Catastrophic – Death or permanent total disability, system loss, major property damage.

Critical – Injury resulting in permanent partial disability or temporary total disability in excess of 3 months, major system damage, significant property damage.

Marginal – Minor injury, lost workday accident, or compensable injury or illness, minor system damage, minor property damage.

Negligible – Injury resulting in first aid or minor supportive medical treatment, minor system impairment.

Probability of an accident (The likelihood that an event will occur):

Frequent – Continuously experienced. Likely to occur frequently in the life of system, item, facility, etc.

Probable – Will occur frequently. Will occur several times in life of item.

Occasional – Will occur several times. Likely to occur sometime in life of item.

Remote – Unlikely, but can reasonably be expected to occur. Unlikely but possible to occur in life of item.

Improbable – Unlikely to occur, but possible. So unlikely, it can assumed occurrence may not be experienced.

RISK ASSESSMENT MATRIX

SEVERITY	PROBABILITY OF AN ACCIDENT (E = EXTREMELY HIGH H = HIGH MOD = MODERATE L = LOW)				
	<i>Frequent</i>	<i>Probable</i>	<i>Occasional</i>	<i>Remote</i>	<i>Improbable</i>
<i>Catastrophic</i>	E	E	H	H	M
<i>Critical</i>	E	H	H	M	L
<i>Marginal</i>	H	M	M	L	L
<i>Negligible</i>	M	L	L	L	L

BLOCK	WORKSHEET INSTRUCTIONS (See FM 100-14 for details)
A -D	Self explanatory
E	Identify tasks related to the mission or task in block B
F	Identify hazards by reviewing factors (METT-T) for the mission or task
G	Assess hazards using risk assessment factors and risk matrix above
H	Develop one or more controls for each hazard to eliminate or reduce risks
I	Determine residual risk assessment for each hazard not eliminated
J	Enter implemented controls. Decide how each control will be in effect or communicated To the personnel who will make it happen. (Written or verbal; SOP, rehearsals, etc.)
K	Select highest residual risk level, which becomes the overall risk level
L - M	Self explanatory

A. Receipt of Mission or Task: DTG (example: 160025DEEC05) Begin: _____ End: _____		B. Mission or Task:		C. DTG Prepared:	
D. Risk Assessment Prepared By: (Rank, Last Name, Duty Position, Unit)					
E. Task	F. Identify Hazards	G. Assess Hazards (Risk Level for Each Hazard)	H. Develop Controls (Enter for Each Hazard)	I. Determine Residual Risk	J. Implement Controls ("How To")
K. Determine Overall Mission/Task Risk Level After Controls Are Implemented (Circle One) LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)					
L. Determine Approval Level (circle one) L = 1st Level Above Preparer M = 2nd Level Above Preparer H = Division Commander E = MACOM Commander					
M. Approval (Rank, Last Name, Duty Position, Unit, Signature, DTG)					